

INDIVIDUAL REPORT

ASSIGNMENT TITLE: PROBLEM SOLVING AND DECISION MAKING

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Problem solving in a workplace

Introduction

Background of National Health Service

The government in UK with the ideal to make a good health care to all people regardless of their economic class, NHS was formed to fulfill this idea and was launched by then “the Minister of health, Aneurin Bevan on July 1948”. From the start, NHS was to be operated basing on three core principles that health services should be provided according to clinical need not ability to pay, free at delivery point and the needs of ever user to be met. National Health Service is overseen by the Department of Health and Social Care and NHS is responsible for resource allocation and oversight on behalf of the department and is legally controlled by the Health and Social Care Act 2018.

There are many problems faced by National Health Service that directly affect the employees and the organization at large. These problems include; shortage of doctors, lifestyle, lack of resources, lack of beds and other equipment and above all, High employee turnover. Therefore, for the purposes of this report, the focus is put on **High Employee Turnover** because other problems faced by workers like low pay, poor working conditions, lack of communication, lack of training, discrimination and lack of career paths, all lead to **Employee Turnover**.

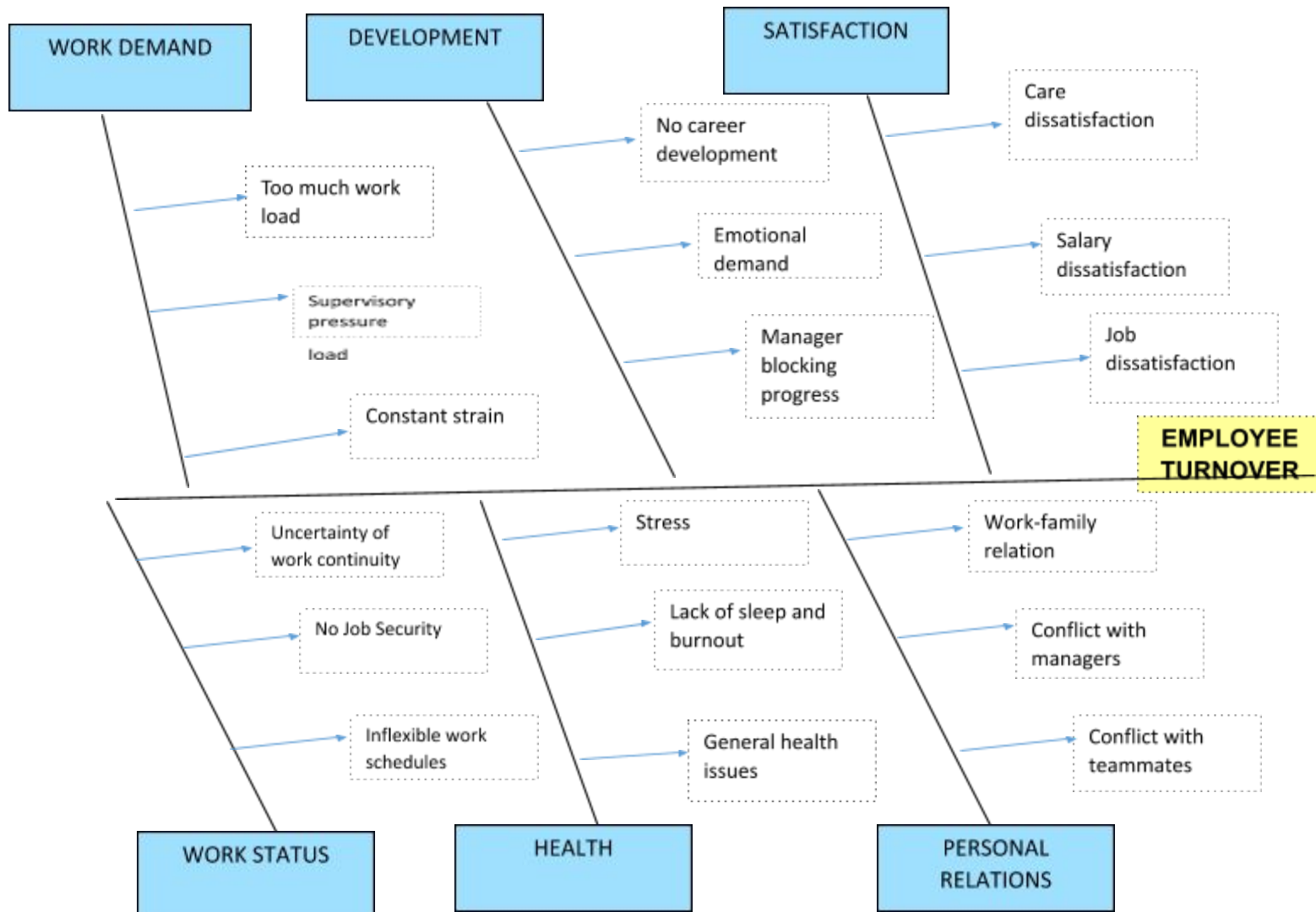
Scope and impact of Employee Turnover to the organization

According to the report by Health Foundation (2018), “A Critical Moment: NHS staffing Trends, Retention and Attrition”, it was revealed NHS still has unoccupied vacancies even though the number of full time employees is high compared to previous years. Looking data published recently, NHS experiences high employee turnover at an increasing rate because of “work-life imbalance”. According to Tom Hadley, REC director of policy, employee Turnover at NHS is attributed to lack of prioritization of staff wellbeing and work schedules that not flexible for employees. Employee turnover can be voluntary or involuntary by unsatisfactory performance, lay off, poor cultures among others. However, whichever happens has a negative impact on the productivity and service delivery in the organization. (Mamun & Hassan, 2017). Employee turnover can also be caused by job characteristics, perceived organization support and citizen behavior in a workplace. (Kalidass & Bahron, 2015; Mamun & Hassan, 2017; Wong & Wong, 2017). Employee turnover has a negative impact on the organization and should be addressed because it leads to high costs of recruitment and training, reduced productivity and poor service delivery and in the end, it will lead to reduced employee moral as fellow workers leave. (Hayward et al., 2016). Turnover of employees leads to the loss of experienced and skilled personnel which impacts negatively on the growth of the organization. (Taye & Getnet, 2020).

Cause and effect technique to evaluate the problems

Cause and effect diagram is adopted for this problem because it brings all the sub causes of Employee turnover and this will help in the selection of an appropriate solution among the available solutions. The fishbone diagram will also be helpful in determining the relationship connecting these causes to the main problem of employee turnover.

Fishbone diagram explaining the “Cause and Effect” of work place problems



Brainstormed alternative solutions available to solve employee turnover are outlined below

- ✓ Improve on working conditions
- ✓ Lowering supervisory pressure and allowing autonomy
- ✓ Prioritize wellness of employees
- ✓ Improve communication
- ✓ Offer competitive pay and benefits
- ✓ Allow flexible work schedules
- ✓ Make opportunities for development and growth

- ✓ Encourage generosity and gratitude
- ✓ Clean up performance reviews

According to the above diagram (Figure 1), there are various causes and effects of Employee turnover. Therefore the factors that cause employee turnover in an organization like National Health Service can be categorized under; work demand, development, degree of satisfaction at work, Work status, health and safety at work, and personal relations.

An employee who is not satisfied with the above working conditions will find it easy to switch jobs, or switch to another place of work where they find comfort, career development, health and safety, and where the job is flexible enough allowing him/ her to balance time between family, work and personal administration.

The Drill down Technique

To solve the problem of Employee Turnover in a workplace, it is best to apply problem solving techniques. For the purpose of this report, “The Drill down Technique”.

Under The Drill down Technique, the bigger problem which is employee turnover is broken down into smaller pieces and drills it down until the bigger problem is solved. From the Fishbone diagram above, employee turnover is caused by several factors and it is therefore very important to solve one by one as a way of solving the whole problem.

Improve on working conditions; employees prefer working under conditions that favor them such as allowing them time to rest, having positive values, showing compassion, respect and understanding, open and honest communication among others. (Tailor Review, 2017). If working conditions are improved, then rates of employee turnover will eventually reduce.

Lowering supervisory pressure and allowing autonomy; according to Wasserman and Yehoshua (2016), many people leave their jobs voluntarily because of the supervisory pressure by their immediate managers are disrespectful, have no empathy, do not understand people’s feelings and emotions among others. In addition, employees lack autonomy at work which makes them lose interest in the job. Allowing autonomy for employees is a good strategy to reduce on employee turnover.

Prioritize wellness of employees; according to Abraham Maslow (1943), management of the organization should look at the needs of the employees because “a happy employee makes a happy organization” by highlighting the hierarchy of needs with the intention to improvement of wellness and safety of employees.

Improve communication; an organization with a clear and open type of communication that allows free movement of information, criticisms and feedback where there is free interaction between managers and subordinates. It makes them motivated and feel as part of the organization and therefore will not leave the organization. (Scheiber, 2015).

Offer competitive pay and benefits; when employees are given competitive pay and other incentives, they will not worry about their financial problems since it is up to them work harder for more and more benefits. This motivates employees to stay and work in order to earn these incentives and benefits. (Hur et al., 2019; Tailor Review, 2017).

Allow flexible work schedules; employees who have flexible jobs that give them time to rest, low levels of stress, balancing work and family among others will feel satisfied with their jobs and therefore will not be able to leave such a job easily. (Aloisi, 2015). Management should ensure that the job descriptions of their employees are flexible enough.

Encourage growth; one of the common reasons why employees leave their jobs is lack of growth and career paths. It is therefore advisable that employees should be encourage to grow by training them, allowing them to take further studies, showing them their career paths and equipping them with soft skills that will make them employable in a competitive labor market.

Encourage generosity and gratitude; in order to promote health behavior in a workplace, employees should be encourage to be social and interactive with each to reduce on work conflicts and to promote general happiness among the staff. This can be done through encouragements and show of gratitude and this will make them love their job and will find it difficult to leave because of the connection with the fellow employees. (Darcy Jacobsen, 2013).

Implementation of the solutions to employee turnover

The solutions to employee turnover are quite many and therefore each decision has its own implementation plan because they have different impact on the organization. (Claudia et al., 2020). Therefore, the implementation plan for the solution is brainstormed as follows;

Table1; showing a summary of an implementation plan

Problem	Strategy	Resources	Measure of success	Time line
Work demand	-reduce on work load -allow resting time	-hire more workers	-highly positive and mostly like to succeed	Within 2 months
Development	-train workers -delegate work -work appraisals	-professionals and experts -increase budget on training	-positive impact on the entity -high quality work and better employees	
Satisfaction	-better salary -care for employees -better working conditions	-increase salary budget -more office material	-job satisfaction -salary satisfaction -care satisfaction	
Work status	-provide job security -ensure continuance of work	-trainings -work shops -promotion -salary increment	-job security is assured -work is certain	
Health and safety	-insure workers -provide safety measure	-gloves -insurance		

Communication of the action plan to stake holders

After the above plan has been development, it is then communicated to state holders of the organizations including shareholders, employees, and suppliers, partners to the organization, government, and general public. (Zulch, 2014)

Steps to communicate the plan.

According to Amanda Ferenczy and Gary Cohen (2019), there are several steps followed by organizations to communicate the strategic plans to stakeholders and they summarized them as follows;

1. Call for a meeting; the person in charge of the implementation plan is require to call for a meeting consisting of key stakeholders who are affected by the problem and this can be done through emails, memos, text messages, phone calls, and face to face invitations.
2. Summarize the plan; look through the list of people coming and think through the negative and positive aspects of the plan and make small notes to explain to them.
3. Define to them key terms and tools; explain to stakeholders key terms, tools and techniques used for example brainstorming, drill down technique, and the Cynefin framework among others.
4. Compare and contrast; look at the previous plans externally and internally and compare with the current plan so as to help the stakeholders predict the success of the plan and suggest more implementation strategies.
5. Describe the plan; explain the challenges that may be faced to solve the problem, show them the possibilities of success and failure, show the state holders the relevancy of the strategies and tools involved. (Butt, Naaranoja, & Savolainen, 2016).
6. Allow stake holders to participate and point out what they believe will change, will remain the same because they also have ideas and opinions that may lead to successful solving of the problem.
7. At the end of the meetings, allow the people in attendance to ask questions for easy understanding and ensure that all questions are recorded for follow up and reference.

Monitoring and review techniques to ensure successful implementation of the solution

For the purposes of this report, monitoring and evaluation adopts the “PDSA” technique which stands for Plan, Do, Study, and Act.

Plan; here we come up with the change to be tested and implemented for example salary increment to solve the problem of low which leads to employee turnover.

Do; then the test is carried by increasing the salary to see if the employees become royal, satisfied and motivated to work for the organization.

Study; here, we compare employee behavior before the test and after then base on this to measure the success of the action plan in solving the problem.

Act; basing on the study, plan the next step in the cycle or go full implementation of other measures depending on the results of the study. If the study shows negative results, then the strategy should be revised, and then fully implemented if it shows positive results.

Conclusion

The problem of employee turnover is common in United Kingdom and other countries because it is broad and has many smaller problems that cause it as discussed above including, poor salaries, poor working conditions, no career development, inflexibility of work schedules, pressure, too much work load, insecurity among others. The organization needs to ensure that employee are happy and royal because “a happy employee makes a happy organization” and this helps to improve on service delivery, productivity and royalty within an organization. Therefore, it should be a priority for management to ensure that employees are generally satisfied by job, care and salary to reduce on employee turnover which has negative impacts on the organization like National Health Service.

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